



CE NEWS

Alaska State Library Continuing Education Newsletter

Organizational Change: Do's & Don'ts

Libraries throughout Alaska are being buffeted by the gale force winds of change. Many library directors are finding themselves in the unenviable position of having to restructure library staff, resources and services as they shift to a new stark financial reality. If you have been trying to implement organizational change at your library but have come up against a wall of resistance from staff, you may want to read Graham Hart's excellent article, [Stop trying to sell change and build a movement](#) which describes why change management methodologies often fail. Based on his experience, Hart has found organization change, "approaches that are management and top-down based and require managers to "oversell" or "over market" ideas to the organization have the capacity to sabotage themselves."

Hart believes, people are hardwired to be self-directed. Staff resistance to change occurs when those in positions of power try to use their authority to force the "unconvinced to change against their will". In order for organization change to be effective, Hart recommends that managers identify and empower early adopters who are passionate about change and can articulate the benefits of the change to others. These early adopters will help management build a movement of change and innovation in the organization, a movement other staff members will **want** to join.

As Hart states in his article, "For change to be enduring it's not enough to get people to do what you want, they also have to want what you want."

| May 2016 | | | | | | |
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| Upcoming Events: | | | | | | |
| Social Media for Trainers | | | | | | |
| Thu, May 5, 2016 10:00am | | | | | | |
| Storymakers 4: Using Photos to Tell Your Organization's Story | | | | | | |
| Thu, May 5, 2016 10:00am | | | | | | |
| Lead the Change-Anchorage | | | | | | |
| Mon, May 9, 2016 10:00am | | | | | | |
| Show all events | | | | | | |

[Library Development Training & Continuing Education Calendar](#)

We are moving!



The Alaska State Library and Historical Collections are closed to walk-in access but online services will continue. Please be advised that responses to reference questions may be delayed.

Information about the temporary closure may be found on the [Alaska State Library](#) webpage

Suggested titles on organizational change, or change management

- The Purpose-Based Library: Finding your Path to Survival, Success or Growth* by John J. Huber and Steven V. Potter
- Lean Library Management: Eleven Strategies for Reducing Costs and Improving Services* by John J. Huber

Change by Design: how Design Thinking Transforms Organizations and Inspires Innovation by Tim Brown

Managing in a Time of Great Change by Peter F. Drucker